



Appendix B

Supplier Solution

Unpaid Work (UPW) in North Wales

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Mandatory Declarations

MD-001	Question Area	Requirement – Select Yes/No	
	Service Description	1 Please can you confirm you have reviewed 'Schedule 2.1 – Services Description' and confirm that you understand and can deliver on the requirements and outcomes therein?	Yes
	Digital & Technology and Information Assurance	2 Please can you confirm that your organisation will comply with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018?	Yes
		3 Please can you confirm you have reviewed, understood and will be compliant with Schedule 2.3 (Standards) and Schedule and 2.4 (Information Security and Assurance) of the Framework Agreement?	Yes
		4 Please can you confirm your Users of the Customer Approved Systems will be operating from a device and infrastructure compliant with the Authority information security requirements as detailed in schedule 2.3 and 2.4 of the framework agreement and using a modern Internet browser (as detailed at www.gov.uk/help/browsers)?	Yes
		5 Please can you confirm your organisation will be compliant with the requirements of Security Level 3 (SL3) or SL4 as relevant, depending on the aggregate number of data sets as set out in Schedule 2.4, one (1) week prior to Call-off Commencement Date? (note; this includes accreditation to Cyber Essentials Plus) unless your organisation has IASME or ISO27001 (or equivalent, in line with sch 2.4) certification in place by this time?	Yes
		6 Please can you confirm your organisation will obtain ISO27001 or IASME certification within six (6) months of Call-off Commencement Date, in line with the requirements of Security Level 3 (SL3) or SL4 as relevant?	Yes
		7 Please can you confirm your organisation will submit to the Authority for approval an Information Security Management Plan for the Service being delivered within thirty (30) days of award of Call-off Effective Date?	Yes
	Workforce & Vetting	8 Please confirm compliance with regards to vetting requirements within PSI 2014/07	Yes
		9 Please confirm compliance with regards to vetting requirements within PI 2014/03	Yes
		10 Please confirm compliance with regards to vetting requirements within PI 2014/23	Yes
		11 Please confirm compliance with regards to vetting requirements within PI 2014/60	Yes
		13 Please confirm that you will appropriately engage and communicate the outcome and implications of this competition with your employees, and where relevant, Trade Unions and/or transferring staff.	Yes
		14 Please confirm that you will have sufficient staff in place to deliver the services from service commencement?	Yes
		15 Please confirm that all staff will be adequately trained and experienced to deliver the service by the service commencement date?	Yes
	Estates	16 Please can you confirm that you understand the mandatory locations that represent the minimum expectations for service delivery?	Yes
		17 Please can you confirm that either the necessary sites are already secured, or that you have an implementation plan in place that will allow you to mobilise your estate by the point of contract commencement?	Yes

	Social Value	18	Please confirm your compliance that services will be delivered in a way that supports environmental sustainability, in accordance with Schedule 2.3 of the Framework Agreement.	Yes
		19	<p>Please provide a statement below to describe how your organisation will or does support health and wellbeing, including physical and mental health, in the workforce.</p> <p>Your response to this question should be a maximum of 500 words and IS FOR INFORMATION ONLY. This shall not be scored in the evaluation.</p> <p>[Enter response to 19 here - 500 words max]</p> <p>Crest is first and foremost a people centred organisation; supporting the health and wellbeing of our staff, volunteers and beneficiaries lies at the heart of our culture, enabling us to create a welcoming and supportive environment in which people have the opportunity to flourish and realise their potential. Over the last 20 years Crest has demonstrated commitment to tailoring our support to meet the physical and mental wellbeing needs of the individual; we realised a long time ago that a 'one size fits all' approach does not provide the very best opportunities for people to thrive and, in many cases, could be counter-productive.</p> <p>In 2020, Crest was selected to take part in the Red Dot 360 organisational health check, focusing on how we support our people, who were asked to complete an anonymous online survey. The results of the survey were fed back to the Senior Management Team; Crest scored above average as an organisation for its support of the health and wellbeing of our people and, in some areas scored 'excellent'. As a result of the survey and the feedback comments from our team, we have since introduced a small team of dedicated Wellbeing Champions (non-management) trained to confidentially support staff, volunteers and beneficiaries with any issues they may have, and to signpost to further support if required.</p> <p>During the pandemic, we recognised the impact upon the mental health and wellbeing of our staff, volunteers and beneficiaries, many of whom were struggling with the lockdown restrictions. During this time, we invested time and resources to maintain contact with all of our team members and organised volunteering opportunities in support of the local Covid effort to enable individuals to focus on making a contribution to the community and maintain their own wellbeing through positive action.</p> <p>Crest is currently working towards achieving a new Investing in Volunteers standard which will enable us to develop further our health and wellbeing support of unpaid individuals contributing to our organisation; these standards will also be applied to the support of other beneficiaries, including people on probation as valuable contributing team members.</p>	
		Enter any additional comments here		

Authority Requirements and Supplier Solutions

TC-001 – Delivery Model
Requirements
<p>The Authority requires the Bidder to understand the requirements of and comply with the entirety of 'Schedule 2.1 – Services Description' throughout the duration of Call-Off delivery period.</p> <p>Providers are required to demonstrate your approach to service delivery, outlining your delivery model, providing detail on all of the following areas as a minimum:</p> <ul style="list-style-type: none"> A) Please describe your full approach to delivering the stated Activities in Schedule 2.1. B) Please detail how your Service Delivery Model shall adapt to the volume of referrals that that may fluctuate in numbers. C) Describe how your Service Delivery Model has or shall enable positive outcomes to be achieved for People in People on Probation required to complete Unpaid Work (UPW),
Solution
<p>A) Please describe your full approach to delivering the stated Activities in Schedule 2.1.</p> <p>Crest was established in 1998 and has been a charity since June 2020; our aim was to establish reuse/recycling enterprises and services within the Conwy and Denbighshire communities to support training, volunteering and employment opportunities for people furthest from the employment market. The organisation has evolved, through our numerous sustainable community enterprises and contracts to become non grant dependant; continually reinvesting our surpluses to create further quality opportunities for those most in need.</p> <p>Crest has over 20 years' experience of providing a variety of quality unpaid work placement opportunities for people on probation across Conwy and Denbighshire; Crest's motivation for providing this service stems from our mission – <i>'Unlocking people's potential through inclusion, innovation and enterprise for the benefit of our community'</i>. First and foremost, Crest is a people centred organisation with a long, rich history of supporting people with barriers (often multiple) within our community focused reuse/recycling enterprises and contracts in order to positively enhance their social and economic engagement within their own community; this includes supporting people on probation with unpaid work opportunities, whose interaction with the justice system, may have jeopardised their immediate or future employment prospects.</p> <p>Currently these enterprises and services operate from 5 locations across Conwy and Denbighshire, each will contribute significantly to our service delivery model in respect of supporting people on probation in unpaid work roles as follows:</p> <ul style="list-style-type: none"> - Head office, Llandudno Junction, Conwy: retail assistants, administration support, Food Share/Community Fridge support, warehouse support, reuse / upcycling workshop assistants and general/grounds maintenance. - Reuse hub, Llandudno Junction, Conwy: support worker assistants, driver assistants, engineer assistants, quality control support and

general/grounds maintenance.

- Community Reuse store, Colwyn Bay, Conwy: retail assistants, warehouse support and general/grounds maintenance.
- Happi-Tat Reuse/Upcycle store, Llandudno, Conwy: retail assistants, delivery assistants.
- Community Reuse store, Rhyl, Denbighshire: retail assistants, delivery assistants.
- In addition, Crest will engage in supporting community projects, activities and one off events throughout the year working in partnership with other community based organisations across both Conwy and Denbighshire.

Crest will provide unpaid work placements Monday – Saturday; placements will also be available on Sundays depending on operational need and any scheduled community activity/projects with which we will be involved. At all times Crest will ensure that all Unpaid Work placements will be directly supervised by a trained, competent member of Crest staff.

Crest supports several cohorts of people within our community with training, volunteering and employability opportunities, including adults with learning and physical disabilities, and, occasionally, young people; Crest will work diligently with the Probation Practitioner team to ensure that referrals will be appropriately placed within our organisation in order to safeguard our more vulnerable beneficiaries, volunteers and staff.

When a person on probation is referred to Crest by the Community Payback team for an unpaid work placement, the referral will be received by both our Administration and Social Inclusion Managers; this is to ensure that, regardless of sickness or annual leave, the referred person will be efficiently processed to commence placement within the required 5 working days. Crest's team has a strong track record of working with, and providing added value for, local and regional Probation practitioners; and will ensure that referred people on probation will be appropriately placed with our organisation in order for them to maximise benefit from the tailored support and opportunities we offer.

The Social Inclusion Manager will be responsible for co-ordinating and delivering the initial induction session for referrals (in the absence of the Social Inclusion Manager, 2 other key staff members will be trained to deliver inductions). The induction sessions will be delivered either on a 1:1 or group basis depending on the numbers referred and may occur 1-3 times a week; again, depending on volumes. Induction sessions will be delivered mainly at Crest's training suites at both Head Office, Llandudno Junction in Conwy or, the Rhyl Community Reuse store in Denbighshire; however, inductions could also be delivered at our other sites should accessibility to the our main induction locations prove problematic for the referred person on probation. The training suites at our main induction locations are fully equipped with interactive smart boards and Unpaid Work induction delivery will be designed to accommodate any potential learning needs or disabilities people on probation may have.

The induction includes the following:

- Video introduction to Crest
- Health and Safety / Manual handling
- Covid safe working practices

- Emergency procedures
- Assessment of individual needs, including preferred days of attendance
- Medical questionnaire/next of kin details
- Site familiarisation / Introductions to Crest team
- Introduction to site of work placement

Within 5 working days of the induction, and on the first day of attendance at their assigned unpaid work location (having considered any limitations stated in the referral), the person on probation will receive a Site Specific Induction from the department manager; this includes:

- Site specific health and safety / risk assessment
- Emergency procedures
- Site and team familiarisation
- Agree attendance days in line with organisation operational needs
- Issue PPE

All records of inductions will be filed in a locked cabinet within the Social Inclusion Managers office, and will only be accessed by the Social Inclusion and Administration Managers.

Crest will ensure that people on probation will be supported and encouraged to complete their Unpaid Work sentence in accordance with the minimum mandatory requirement relating to their personal circumstances:

- Persons on Probation with education, training or employment commitments, and/or caring responsibilities must complete a minimum of 7 hours unpaid work per week.
- Persons on Probation without any of the above responsibilities must complete up to 28 hours unpaid work per week.
- Crest will support and encourage all people on probation to complete their unpaid work sentence within 12 months from initial referral.

For the duration of a Person on Probation's unpaid work placement, both our Social Inclusion and Administration Managers will be responsible for reporting daily to the Community Payback Team; this will include Unpaid Work hours completed and any non-attendance. Any incidence of unacceptable behaviour will be reported within 24 hours to the Community Payback team, or at weekends, to the on-call manager. All communications and data recording will be in adherence with the customer's Information Security Function.

For the duration of the contract, Crest key staff as listed in *Annexe D/Schedule 9.2/Call off Key Personnel*, will liaise with the Community

Payback team to attend scheduled Service Management Board meetings. Furthermore, Crest will be wholly committed to attending all required contract management meetings as per our response to *Annexe D/Schedule 8.1/Call off Governance*.

Upon successful completion of their Unpaid Work placement, each person will receive an exit interview conducted on last day of attendance by the Social Inclusion manager or the manager of the department in which they were placed. Crest will feed back the output from the exit interview, together with a copy of completed timesheets, to the Community Payback team within 1 working day of completion. Positive outcomes, such as the person continuing to volunteer within Crest post-placement, will also be reported. Any certificates in recognition of training completed whilst on an Unpaid Work placement within our organisation, will be issued to the individual concerned.

B) Please detail how your Service Delivery Model shall adapt to the volume of referrals that that may fluctuate in numbers.

Crest has over 20 years' experience of supporting unpaid work placements; during this time we have grown significantly, now occupying 5 sites across Conwy and Denbighshire and operating a fleet of 12 vehicles, all providing significant volumes of Unpaid Work placement opportunities. Together with our extensive experience, 'can do' attitude to problem solving, our infrastructure and significant resources, Crest has the capacity to respond promptly to fluctuations in referrals during the contract period. Crest is a growing organisation, with several new community focused projects in the pipeline which will add to our capacity to support Unpaid Work Placements over the next 1-3 years.

For the purpose of this contract, Crest will work closely with the Community Payback team to ensure that any fluctuation of numbers of referrals within the annual service delivery requirement of 10,000 hours will be adequately accommodated without detriment to the quality of the Unpaid Work Placements. Regular communications with the Community Payback team will be critical in forecasting and preparing for peaks in numbers referred during the contract delivery period, to ensure quality of delivery is maintained.

During the last 2 years of the Covid pandemic, Crest has demonstrated its resilience in supporting all of our beneficiaries during periods of social/workplace restriction, as well as safely managing their return to the workplace, including Unpaid Work Placements. We are mindful that Covid may again present a problem in the forthcoming 'Flu season'; potentially disrupting the delivery of this contract, especially if social distancing and work place restrictions are re-imposed. Should this be the case, Crest will work diligently with the Community Payback Team to ensure that the likely post-restrictions upsurge in numbers of referrals will be accommodated in order to deliver the required annual service delivery hours as specified.

C) Describe how your Service Delivery Model has or shall enable **positive outcomes** to be achieved for People in People on Probation required to complete Unpaid Work (UPW),

Crest's mission statement is '*Unlocking people's potential through inclusion, innovation and enterprise for the benefit of our community*', this applies to all our beneficiaries (Unpaid Work Placements included), volunteers and staff, all of whom are welcomed and supported with parity as part of the Crest team and culture.

Crest has a strong reputation across Conwy and Denbighshire for supporting people experiencing multiple barriers to social and economic

inclusion; in many cases as a result of criminal activity. Our work over the last 20 years supporting Unpaid Work Placements has proven to be highly rewarding both for our team and the hundreds of People on Probation we have supported, mentored and upskilled within our community based activities. Their successes stem from the nature of the Unpaid Work Placements we offer, providing opportunity to engage positively with their local community through Crest's community benefiting enterprises, projects, activities and services. In many cases, Unpaid work Placements have continued to contribute to community projects (including Crest) as volunteers long after their Unpaid Work Placement has ended, especially when they have experienced and understood the positive effect that their Unpaid Work Placement contribution has made to the lives of others in need. It is not uncommon for People on Probation we have supported to have re-evaluated their lifestyles as a direct result of interaction with other people we support who may be experiencing disability, diminished mental health/wellbeing, poverty or social/economic exclusion.

For the purposes of this contract, Crest will continue to evolve and improve our support for People on Probation to maximise positive outcomes from the Unpaid Work Placement provided for them in the following ways:

- Enabling People on Probation to commence/complete, their placement promptly
- Treating each person respectfully, promoting the value of their contribution to the Crest mission and positively engaging in community benefit activity
- Tailoring the Unpaid Work Placement to meet any identified needs of the individual
- Providing Unpaid Work Placements which are appropriate and rewarding to the individual (including those with protected characteristics), enabling them to positively use, and further enhance, any previous knowledge, skills or experience
- Investing in training/new skills development of individuals who demonstrate aptitude and ambition to develop within their Unpaid Work role
- Providing access to employability skills training and signposting to employment programmes either with Crest or our external partners.
- Updating CV's to positively reflect their Unpaid Work Placement contribution to the community
- Guaranteeing interviews for people on probation for internal vacancies at Crest
- Arranging interviews (where appropriate) with our external partners for any employment vacancies they may have
- Promoting the value of Equality, Fairness, Community engagement, Positive social interaction and Personal development for the duration of their placement.

TC-002 – Engaging and Understanding the Local Landscape

Requirements

Providers are required to provide detail on how they will meet the criteria, providing detail on all of the following areas as a minimum:

- A) How you will ensure and utilise an up-to-date record of placement offerings and local organisations keen to employ ex-offenders in the Geographical Location. This must include a working understanding of the eligibility criteria and actions required for People on Probation to access these services
- B) How you will deliver a locally tailored service to meet the needs of People on Probation. Please evidence a clear understanding of the different local landscapes and challenges and illustrate how this understanding will shape your Service Delivery approach. Outline any localised challenges you foresee and how these will be mitigated. Explain how you will be responsive to developing gaps and overlap of local service provision or a change in the local profile of People on Probation.
- C) How you will demonstrate local knowledge of services available and where quality and/or accessibility of provision for People on Probation of all risk/offence types will require an in-house provision alongside those locally available.

Solution

- A) How you will ensure and utilise an up-to-date record of placement offerings and local organisations keen to employ ex-offenders in the Geographical Location. This must include a working understanding of the eligibility criteria and actions required for People on Probation to access these services

For the purpose of this contract, Crest will provide all Unpaid Work Placement offerings for Conwy and Denbighshire within our own sites, community enterprises, projects, activities and operations; currently these community benefit enterprises and services operate from 5 locations across Conwy and Denbighshire, each will contribute significantly to our service delivery model in respect of supporting people on probation in unpaid work roles as follows:

- Head office, Brierley House, Ferry Farm Road, Llandudno Junction, Conwy, LL31 9SF: retail assistants, administration support, Food Share/Community Fridge support, warehouse support, reuse / upcycling workshop assistants and general/grounds maintenance.
- Reuse Hub, Pabo Lane, Llandudno Junction, Conwy, LL31 9JE: support worker assistants, driver assistants, engineer assistants, quality control support and general/grounds maintenance.
- Community Reuse store, Douglas Road, Colwyn Bay, Conwy, LL29 7PE: retail assistants, warehouse support and general/grounds maintenance.
- Happi-Tat Reuse/Upcycle store, 3 Gloddaeth Street, Llandudno, Conwy, LL30 2DD: retail assistants, delivery assistants.
- Community Reuse store, 76 Wellington Road, Rhyl, Denbighshire, LL18 1LA: retail assistants, delivery assistants.
- We operate a fleet of 12 delivery and collection vehicles across Conwy and Denbighshire, providing significant daily capacity to accommodate Unpaid Work Placement referrals.

For the duration of the contract delivery period, additional Crest based Unpaid Work Placement opportunities will be created across both

Conwy and Denbighshire in the following ways:

- Crest will engage in supporting community projects, tasks, activities and one off events (such as community clean up days and community fun days) throughout the year working in partnership with other community based organisations across both counties.
- Developing and establishing new community focused projects and enterprises as we expand our community recycling/reuse operations which will further increase our capacity to support Unpaid Work Placements over the next 1-3 years.

Crest will not be offering Unpaid Work Placements to external organisations or partners, nor shall we be subcontracting any element of the delivery; this will ensure we maintain a high quality of placement for people on probation within the supportive, structured environment and culture of our person centred approach, underpinned by over 20 years' experience of supporting people on probation with Unpaid Work opportunities, training and employability skills/employment outcomes.

This 'in house' approach to Unpaid Work service delivery means that we will be able to maintain (and communicate effectively to the Community Payback Team) a clear understanding of the eligibility criteria for each Unpaid Work Placement role offered. In addition, we will be able to ensure and utilise an up-to-date database of placement offerings, as determined by our departmental Managers, in terms of location and numbers of opportunities available at any given time. The database will also be informed by weekly operational needs, as well as any scheduled community projects, activities or one-off events (such as community clean up days and community fun days) across Conwy and Denbighshire.

Crest will provide unpaid work placements Monday – Saturday; however, placements will also be available on Sundays depending on scheduled operational need and any planned community activity/projects with which we will be involved during the year.

Crest will diligently communicate with the Community Payback team to keep them informed of shut down periods due to national holidays at all times for the duration of the contract; Crest will endeavour to mitigate Unpaid Work placements lost due to shut down. It is not anticipated that any Unpaid Work Placements will be stood down due to lack of work, with the exception of potential workplace restrictions being imposed by Welsh Government as a result of a national Covid resurgence; or, by the Crest Senior Management team in response to a localised Covid outbreak at any of our sites.

- B) How you will deliver a locally tailored service to meet the needs of People on Probation. Please evidence a clear understanding of the different local landscapes and challenges and illustrate how this understanding will shape your Service Delivery approach. Outline any localised challenges you foresee and how these will be mitigated. Explain how you will be responsive to developing gaps and overlap of local service provision or a change in the local profile of People on Probation.

Crest has worked in partnership providing Unpaid Work Placements to people on probation for over 20 years. In addition to this work, Crest has 24 years of experience delivering employability/ training programmes such as Jobs Growth Wales, Skills for Life, ILM – Intermediate Labour Market, AI – Active Inclusion, Kick Start and Pathways; many of the people supported by Crest on these programmes were initially engaged with us through Unpaid Work Placement or, had previous convictions which had jeopardised their potential to secure employment. This extensive experience has enabled Crest to understand the needs of people on probation, local issues and challenges affecting service delivery as well as the flexibility and adaptability required to respond to any changes in the profile of people on probation/variations in

numbers referred/gaps in provision.

Throughout our long history of supporting People on Probation with quality Unpaid Work Placements, we have fully recognised and understood the need to tailor our service to meet the needs of both the individual and, the cohort collectively. In relation to this contract, Crest will tailor its service delivery as follows:

- Providing quality Unpaid Work Placements across 5 sites in Conwy and Denbighshire for people on probation who may live in the more rural areas of Conwy and Denbighshire. These sites are spread across the main population centres of Llandudno Junction (2), Colwyn Bay, Llandudno and Rhyl; all locations are well served with public transport links, as well as being accessible within 90 minutes travel time for People on Probation.
- Offering a wide range of Unpaid Work Placement roles which are appropriate and responsive to the needs of the individual (including those with protected characteristics), enabling them to positively use, and further enhance, their knowledge, skills and experience in a safe, inclusive and supportive environment. Our experience has long demonstrated that a 'one size fits all' approach does not provide the best opportunity for personal development; therefore, we will invest time and resources to ensure that every person on probation will have the opportunity to maximise benefit from their Unpaid Work Placement with Crest.
- Providing Unpaid Work Placement opportunities 7 days per week in order to facilitate timely completion of sentence for people on probation who are in employment.
- Creating relevant and achievable pathways to employment (in a competitive employment market) for people on Probation in an area with limited access to quality, non-seasonal opportunities for people with convictions. Crest will provide access to employability skills training, signposting to employment programmes, update CV's to positively reflect Unpaid Work Placement contribution, guarantee interviews for internal vacancies at Crest and arrange interviews (where appropriate) with our external partners for any employment vacancies.
- Enable people on probation to gain experience and skills in the growth sector of reuse and recycling in North Wales whilst on Unpaid Work Placement with our organisation. This experience, together with the employability support and potential references provided by Crest, can provide a sustainable path to economic inclusion for people on probation, where other opportunities do not exist. Crest will continue our excellent record of recruiting suitable new staff from the people on probation cohort, as well as referring suitable candidates to likeminded partner organisations.
- Building in to our service delivery model scope for flexibility and adaptability in order to respond to any challenges; Crest has a pro-active 'can do' attitude to problem solving and will work professionally and effectively with both the customer and, the local Community Payback Team to ensure that any challenges faced during the contract delivery period, are dealt with in a timely manner in order to preserve the quality and range of service delivery provision to people on Probation. This will include working closely with the Community Payback Team at the monthly Service Management Board meetings to identify problems, such as gaps in provision, and provide workable solutions promptly.
- Liaising daily with the Community Payback team, to ensure that the Crest service delivery model, supporting people on probation with

Unpaid Work Placements, complements the mobile provision delivered directly by the local Community Payback Team.

- C) How you will demonstrate local knowledge of services available and where quality and/or accessibility of provision for People on Probation of all risk/offence types will require an in-house provision alongside those locally available.

For the purpose of this contract, Crest will provide all Unpaid Work Placement offerings for Conwy and Denbighshire within our own managed sites, community enterprises, projects, activities and operations; currently these community benefit enterprises and services operate from 5 locations across Conwy and Denbighshire. Crest will not be offering Unpaid Work Placements to external organisations or partners, nor shall we be subcontracting any element of the delivery; this will ensure we directly manage and maintain a high quality of placement for people on probation within the supportive, structured environment and culture of our person centred organisation.

Over the last 20 years, Crest has provided Unpaid Work Placements for a wide range of risk/offence types. For the purpose of this contract, Crest will liaise with the Community Payback Team to identify and mitigate the risk to Crest staff, volunteers, beneficiaries and the general public potentially presented by a referred person on probation. Crest will endeavour to provide an Unpaid Work Placement for all offence types where it is agreed that the risk can be effectively managed within the roles and locations provided by Crest; with the exception that Crest cannot, at this time, accommodate SO registered people on probation. Crest is currently exploring the possibility of becoming the first Circles provider in Wales in order to be better equipped to work with this cohort of offenders.

Crest also has extensive experience of working with Youth Justice in Conwy, as well as providing Unpaid Work Placements for women offenders; currently we are in seeking to establish a 'safe space' creative/reuse/upcycling project for vulnerable women on probation at our Llandudno premises.

Total Word Count – (Providers to self-populate)

1702

TC-003 – How Workforce Delivers the Service

Requirements

The Authority requires the Provider and Provider Personnel to have thorough understanding of providing UPW for People on Probation in the community.

Please ensure that you cover all points below, and that you have provided a granular level of detail as part of your tender response.

- A) Detail your **knowledge** and **experience** of UPW from a workforce perspective and how this knowledge and experience informs your Service Delivery Model in being able to respond to the bespoke needs of People in Prison or People on Probation requiring an UPW intervention.
- B) Detail how you will ensure all Supplier Personnel are competently trained, for the duration of the Contract Term, with the appropriate skills and knowledge required to deliver the Services, including specialist input that would be provided by others. Please explain how you will ensure all Supplier Personnel training is up to date, including in response to any changes to legislation or policy or changes in best practice.

Solution

- A) Detail your **knowledge** and **experience** of UPW from a workforce perspective and how this knowledge and experience informs your Service Delivery Model in being able to respond to the bespoke needs of People in Prison or People on Probation requiring an UPW intervention.

Crest has over 20 years' experience of providing a variety of quality unpaid work placement opportunities for people on probation across Conwy and Denbighshire; Crest's motivation for providing this service stems from our mission – *'Unlocking people's potential through inclusion, innovation and enterprise for the benefit of our community'*. First and foremost, Crest is a people centred organisation with a long, rich history of supporting people with barriers (often multiple) within our community focused reuse/recycling enterprises and contracts in order to positively enhance their social and economic engagement within their own community; this includes supporting people on probation with unpaid work opportunities, whose interaction with the justice system, may have jeopardised their immediate or future employment prospects. Furthermore, Crest has also designed and delivered 3 bespoke programmes to support prison leavers and people on probation:

- ACE (Assisted Community Engagement) – a 12 month mentored employment programme for some of the most prolific local offenders designed and delivered at the request of North Wales Police; partners included: North Wales Police, Probation Service, CAIS and NACRO.
- Christmas Present Initiative – a community volunteering initiative for offenders with substance misuse issues; participants were rewarded with tokens (to exchange for Christmas presents for family members) for hours volunteered on 6 community benefit projects across North Wales; partners included the Drug Intervention Programme and Probation Service.
- Youth Justice Initiative – Supporting Youth offenders with work experience and employability training. Partner – Conwy Youth Justice Team.

Crest's extensive experience across 2 decades has constantly informed the evolution and improvement of our Unpaid Work Placement service to ensure both the individual and collective needs of people on probation are met; this accumulated wealth of knowledge and experience will continue to inform our service delivery model in respect of the requirements of this contract. The knowledge and experience of our Unpaid Work Placement key delivery team is as follows:

[Redacted], Managing Director and member of the Senior Management Team – 17 years of experience of delivering Unpaid Work Placement service; includes the direct supervision of people on probation, reporting to and, liaising with Community Payback Team, attending monthly Unpaid Work Placement management board meetings and negotiating Service Level Agreement terms.

[Redacted], Finance Manager, member of the Senior Management Team – 4 years of experience of delivering Unpaid Work Placement service; includes attending monthly Unpaid Work Placement management board meetings and deputising for the Managing Director.

[Redacted], Strategic Business Development Manager and member of the Senior Management Team – 20 years of experience of delivering Unpaid Work Placement service; includes the direct supervision of people on probation, reporting to and, liaising with Community Payback Team, design and management of bespoke programmes to support offenders and negotiating Service Level Agreement terms.

[Redacted], Operations Manager and member of the Senior Management Team – 5 years of experience of delivering Unpaid Work Placement service; includes the direct supervision of people on probation, delivering inductions, reporting to and, liaising with Community Payback Team and allocating daily Unpaid Work roles in accordance with operational need. Also attends monthly Unpaid Work Placement management board meetings.

[Redacted], Social Inclusion Manager - 4 years of experience of delivering Unpaid Work Placement service; includes the direct supervision of people on probation, reporting to and, liaising with Community Payback Team, delivering inductions, providing 1:1 mentoring support and co-ordinating/delivering training for people on probation. Also attends monthly Unpaid Work Placement management board meetings.

[Redacted], Administration Manager – 18 months of experience of delivering Unpaid Work Placements service reporting to and, liaising with Community Payback Team on a daily basis and delivering inductions. Also attends monthly Unpaid Work Placement management board meetings.

The above Unpaid Work Placement key delivery team is, in turn, supported by 5 Department Heads who have responsibility for: providing initial site specific inductions, issuing PPE, allocating daily tasks, completing daily reports and ensuring appropriate supervision by their staff of people on probation attending Unpaid Work Placements within their departments. The experience of the Department Heads and their teams are as follows:

Workshop Manager – 2 years of experience of supporting Unpaid Work Placements in reuse/upcycling workshop; provides direct supervision to people on probation. Has lived experience.

Retail Manager – 7 years of experience of supporting Unpaid Work Placements in retail settings. Has lived experience. Manages a team of 6 retail staff that provides direct supervision to people on probation.

Fleet Manager – 1 year of experience of supporting Unpaid Work Placements as driver's assistants. Manages a team of 8 drivers that provides direct supervision to people on probation.

WEEE (Waste electrical and electronic equipment) Manager – 2 years of experience of supporting Unpaid Work Placements as engineer and quality control assistants. Manages a team of 7 staff that provides direct supervision to people on probation.

SAP (Supported Ability Placement) Manager – 6 years of experience of supporting Unpaid Work Placements as assistant support workers. Manages a team of 6 staff that provides direct supervision to people on probation. Has lived experience.

All of Crest's staff are motivated to deliver our mission – *'Unlocking people's potential through inclusion, innovation and enterprise for the benefit of our community'*. Our person centred, supportive culture permeates through all that we do, including providing the very best Unpaid Work Placement experience for people on probation.

Supporting needs of individual

- B) Detail how you will ensure all Supplier Personnel are competently trained, for the duration of the Contract Term, with the appropriate skills and knowledge required to deliver the Services, including specialist input that would be provided by others. Please explain how you will ensure all Supplier Personnel training is up to date, including in response to any changes to legislation or policy or changes in best practice.

In addition to the extensive experience of our staff in the current delivery of Unpaid Work Placements for people on probation, and for the purpose of this contract service delivery model, Crest has, and will, invest significantly in the training of our service delivery personnel to ensure all staff are trained and are able to demonstrate appropriate competence, skills and knowledge in the support of people on probation for the duration of the contract. For the purposes of this contract, the supplier personnel will possess, and have access to the following training prior to contributing to the service delivery model as described:

[Redacted], Managing Director and member of the Senior Management: Excellent working knowledge of the criminal justice sector and the Community Payback Operations manual. IOSH/NEBOSH qualified.

[Redacted], Finance Manager, member of the Senior Management: Excellent working knowledge of Community Payback Operations manual. AAT level 4 accounting qualification.

[Redacted], Strategic Business Development Manager and member of the Senior Management Team: Excellent working knowledge of the criminal justice sector and the Community Payback Operations manual. Risk assessor qualified.

[Redacted], Operations Manager and member of the Senior Management Team: Excellent working knowledge of the criminal justice sector and the Community Payback Operations manual. IOSH qualified. First aid trained.

[Redacted], Social Inclusion Manager: Excellent working knowledge of Community Payback Operations manual and understanding the needs of females/those with protected characteristics on probation. IOSH / level 3 Education and training / PREVENT E- learning / data protection regulations and Safeguarding qualified. Crest wellbeing champion.

[Redacted], Administration Manager: Excellent working knowledge of Community Payback Operations manual and understanding the needs of females/those with protected characteristics on probation. Crest wellbeing champion.

The above Unpaid Work Placement key delivery team is, in turn, supported by 5 Department Heads and 30 staff who will all be trained and able to demonstrate the following competence, skills and knowledge in the support of people on probation for the duration of the contract:

- First Aid qualified
- Basic knowledge of the criminal justice landscape (delivered at induction and annual refresher)
- Good knowledge of the Community Payback Operations Manual (issued and training delivered at induction and annual refresher)
- Understand the needs of female/protected characteristic of people on probation (delivered at induction and annual refresher)
- 'Working with people on probation' training (developed in partnership with local Community Payback Team and delivered at induction/annual refresher)
- Ability to support, motivate and engage with people on probation – a generic requirement of all staff as per Crest's values and mission.
- Covid in the workplace – safe working practices.

All Inductions, training and competences will be recorded and maintained on the organisations training matrix; this will be reviewed monthly by the Senior Management Team and maintained by the Social Inclusion Manager, who will also have responsibility for co-ordinating and facilitating external specialist accredited training providers as required in order to fulfil the contract service requirements.

The Social Inclusion Manager will also attend monthly management board meetings and will respond promptly to ensure that training is in place in response to any changes to legislation or policy or changes in best practice as notified by the Community Payback Team; Crest's organisation training matrix will also be updated accordingly.

TC-004 – Implementation

Requirements

Providers are required to provide detail on how they will implement this contract across Wales. Please ensure that you cover all points below as a minimum, in granular detail.

- A) In order to ensure that all the required implementation milestones are met, and that Service Commencement will be met on time, please provide an explanation of how your internal processes and Service Delivery Model will ensure this and any contingency measures you could deploy ?
- B) Please provide an Implementation Plan (in any format) to detail planned timescales and responsibilities to meet all of the Mobilisation requirements as described at **Schedule 2.1 – 7 MOBILISATION**, and upload this below.
- C) Please outline the approach you shall take to ensure that the implementation plan is successful, with regards to meeting the necessary milestones in preparation for the Service Commencement Date. Please detail how you will work with the Customer, outlining the required role and responsibilities of both Parties.

Solution

- A) In order to ensure that all the required implementation milestones are met, and that Service Commencement will be met on time, please provide an explanation of how your internal processes and Service Delivery Model will ensure this and any contingency measures you could deploy?

Crest has been providing thousands of hours of Unpaid Work Placements for people on Probation for over 20 years, and continues to do so at present with a delivery model very similar to the proposed Service Delivery Model for this contract. As such, we are extremely confident that the prescribed implementation milestones will be met; specifically, Crest will be fully mobilised to commence delivery on 26th October 2022 (assuming mobilisation period commences on 28th September 2022 as prescribed in the customer's schedule).

The implementation of milestones and meeting the Service Commencement date on time will be prioritised by Crest's Senior Management Team at the point of contract award. The Senior Management Team will immediately brief the Crest Unpaid Work Placement Key Delivery Team regarding the contract specification/timescales and our stated Service Delivery Model, to prioritise tasks/actions required to ensure that Crest will be compliant with all aspects of the contract specification requirements within the required milestones prior to contract commencement on 26th October 2022.

During the mobilisation period, Crest Senior Management Team will meet with the Crest Unpaid Work Placement Key Delivery Team weekly basis to ensure all tasks/actions are on schedule; additional meetings will be scheduled as necessary to address any unforeseen or problematic issues – though these are not anticipated given our extensive knowledge and experience of Unpaid Work service delivery.

Crest ensures that all Managers and Key Delivery Personnel working on our numerous contracts (including this contract) have a broad breadth of knowledge, and that no one person has sole knowledge of any particular aspect of our work; this ensures that, in the event of staff absence, progress and key decisions can be made without undue delay.

In the unlikely event that any of the contract specification requirements is unlikely to be implemented within the required milestones, Crest will flag the issue up promptly with the customer in order to agree a course of action and establish a revised target date for completion.

- B) Please provide an Implementation Plan (in any format) to detail planned timescales and responsibilities to meet all of the Mobilisation requirements as described at **Schedule 2.1 – 7 MOBILISATION**, and upload this below.

See Implementation plan below.

- C) Please outline the approach you shall take to ensure that the implementation plan is successful, with regards to meeting the necessary milestones in preparation for the Service Commencement Date. Please detail how you will work with the Customer, outlining the required role and responsibilities of both Parties.

During the mobilisation period, Crest Senior Management Team will meet with the Crest Unpaid Work Placement Key Delivery Team on a weekly basis to review progress and ensure all identified tasks/actions are on schedule; additional meetings will be scheduled as necessary to address any unforeseen or problematic issues – though these are not anticipated given our extensive knowledge and experience of Unpaid Work service delivery.

Crest ensures that all Managers and Key Delivery Personnel working on our numerous contracts (including this contract) have a broad breadth of knowledge, and that no one person has sole knowledge of any particular aspect of our work; this ensures that, in the event of staff absence, key decisions and actions can be made without jeopardising the mobilisation schedule. All Senior Managers and Key Delivery Personnel in relation to this contract are permanent salaried Crest staff well established in their roles; as such, we are able to demonstrate continuity for the mobilisation and Service Delivery periods.

Upon commencement of the mobilisation period, the Crest Unpaid Work Placement Key Delivery Team will attend weekly mobilisation meetings with the customer and any additional meetings deemed necessary to ensure effective mobilisation. At these meetings, the Crest Unpaid Work Placement Key Delivery Team will update the Customer on progress made towards contract commencement on the target date of 26th October 2022; the team will also highlight any potential problem areas and offer potential solutions to the Customer.

Crest expects the customer to keep the Crest Senior Management Team and the Crest Unpaid Work Placement Key Delivery Team informed in a timely manner of any changes to the mobilisation schedule, contract delivery specification, regulatory requirement changes, Covid protocols for people on probation, fluctuations in referrals and any other specific changes or development that may impact Crest's ability to fulfil the contract target Unpaid Work Placement hours

Implementation Plan

See Appendix C Supplier Implementation Plan



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